CM Course content

Management Skills 1: foundation of Management

Chapter 1: Management Today

What is Management?
- Achieving High Performance
- A Manager's Goal
- Why Study Management

Essential Managerial Tasks
- Planning
- Organization
- Leading
- Controlling

Levels and Skills of Managers
- Levels of Management
- Managerial Skills

Recent Changes in Management Practices
- Restructuring and Outsourcing
- Empowerment and Self-Managed Teams

Challenges for Managerial in a Global Environment
- Building Competitive Advantage
- Maintaining Ethical and Socially Responsible Standards
- Managing a Diverse Workforce
- IT and E-Commerce
- Practicing Global Crisis Management

Chapter 2: Manager or Leader?

The Difference between Managers and Leaders
- Coping with Complexity
- Coping with Change

Characteristics of Effective Leaders
- Leadership Models
- Mobilize Individual
- Commitment for Organizational Capability
- Demonstrate Personal Character

Who is who in Management and Leadership?
- Influential Thought Leaders from the past
- Influential Thought Leaders from the Present

Chapter 3: Ethics and Social Responsibility

The Nature of Ethics
- Ethics and the law
- Changes in Ethics over Time

Stakeholders and Ethics
- Stockholders
- Employees
- Suppliers and Distributors
- Customers
- Community, Social, and Nation
- Rules for Ethical Decision Making
- Why Should Managers Behave Ethically

Ethics and Social Responsibility
- Societal Ethics
- Occupational Ethics
- Individual Ethics
- Organizational Ethics

Approaches to Social Responsibility
- Four Different Approaches
- Why Be Socially Responsible?
- The Role of Organizational Culture

Chapter 4: Managing in the Global Environment

What is the Global Environment?

The Task Environment
- Suppliers
- Distributers
- Customers
- Competitors

The General Environment
- Economic Forces
- Technological Forces
- Sociocultural Forces
- Demographic Forces
- Political and Legal Forces

The changing Global Environment
- The Process of Globalization
- Declining Barriers to Trade and Investment
- Declining Barriers of Distance and Culture
- Effects of Free Trade on Managers

The Roles of National Culture
- Cultural Values and Norms
- Hofstede's Model of National Culture
- National Culture and Global Management

Chapter 5: Managing for Sustainability

Introduction to Sustainability

Business and the Environment: Conflicting Views
- The Win-Win Mentality
- The Dissenting View
- The Balance View

Why Manage with the Environment in Mind?
- legal Compliance
- cost Effectiveness
- competitive Advantage Public Option
- Long-Term Thinking

What Managers Can Do
- Systems Thinking
- Strategy Integration
- Implementation

Opportunity for Making Your Business Sustainable

Chapter 6: Promoting Effective Communication
- The Importance of Good Communication
- The communication Process
- The Role pf Perception in Communication
- The Dangers of Ineffective Communication

Information Richness and Communication Media
- Face-to-Face Communication
- Spoken Communication Electronically Transmitted
- Personally Addressed Written Communication
- Impersonal Written Communication

Communication Networks
- Communication Networks in Group and Teams
- Organizational Communication Networks
- External Networks

Information Technology and Communication
- The internet
- Intranets
- Groupware and Collaboration Software

Communication Skills for Managers
- Communication Skills for Managers as Senders
- Communication Skills for Managers as Receivers
- Understanding Linguistic Styles

Chapter 7: Decision Making

Types of Decision

A Rational Decision Making Process
- Establishing Identification and Definition
- Establishing Priorities
- Consideration of Causes
- Development of Alternative Solutions
- Evaluation of Alternative Solutions
- Solution Selection
- Implementation
- Follow-Up

Alternative to Rational Decision Making
- Administration Decision Making
- Intuitive Decision Making

Behavioral Influences on Decision Making
- Values
- Propensity for Risk
- Potential for Dissonance
- Escalation of Commitment

Group Decision Making
- Individual versus Group Decision Making
- Creativity in Group Decision Making
- Techniques for Stimulating Creativity

Chapter 8: Using Information Technology

Information and the Manager's Job
- Attribute of Useful Information
- What 19s Information Technology?
- Information and Control
- Information and Coordination

The IT Revolution
- The Effects of Advancing IT
- IT and the Product Life Cycle
- Computer Networks

Types of Management Information Systems
- Transactions- Processing Systems
- Operations Information Systems
- Decision Support Systems
- Artificial Intelligence and Export Systems
- Enterprise Resources Planning Systems
- E-commerce Systems

The Impact and Limitation of Information Technology
- Strategy Alliance, B2B Network Structures, and IT
- Flatter Structures and Horizontal Information Flows
- Limitations of IT

Chapter 9: Working within the Legal Environment
The Case for Laws
- Statutory and Common Law
- Administrative Agencies
- Tort Law
- Product Liability
- Patents, Copyrights, and Trademarks
- Contract Law
- Breach of Contract

Promoting Fair and Competitive Business Practices
- The History of Antitrust Legislation
- Laws to Protect Consumers
- Deregulation versus Regulation

Understanding Business Risks
- How Rapid Change Affects Risk Management
- Managing Risk
- Reducing Risk
- Avoiding Risk
- Self-Insurance
- Buying Insurance to Cover Risk

Understanding Insurance Policies
- Rules of Indemnity
- Types of Insurance Companies
- Types of Insurance Coverage
- Global Risk Management

Chapter 10: Understanding How Economics Affects Business
How Economic Conditions Affect Business
Understanding Free-Market Capitalism
- The foundations of Capitalism
- How Free Markets Work
- How Prices Are Determined
- The Economic Concept of Supply
- The Economic Concept of Demand
- The Equilibrium Point, or Market Price
- Competition within Free Markets
- Benefits and Limitations of Free Markets

Understanding Socialism
- The Benefits Socialism
- The Negative Consequences of Socialism
Understanding Communism
The Trend toward Mixed Economies
Key Economic Indicators
- Productivity
- Productivity in the Service Sector
- The Business Cycle
Monetary and Fiscal Policy
- Using Monetary Policy to Keep the Economy Growing
- Inflation and the Monetary Supply
- The Global Exchange of Money

Managing Skills II: Planning and Organizing

Chapter 1: The Manager as a Planner and Strategist
The Nature of the Planning Process
- Why Planning Is Important Levels of Planning
- Levels and Types of Planning
- Time Horizons pf Plans
- Standing Plans and Single-Use Plans
- Scenario Planning
Determining the Organization's Mission and Goals
- Defining the Business
- Establishing Major Goals
- Setting SMART Goals
Formulating Strategy
- SWOT Analysis
- The Five Forces Model
- The Balanced Scorecard and Strategy Maps
Formulating Business-Level Strategies
- Low Cost Strategy
- Diversification
- International Expansion
Planning and Implementing Strategy

Chapter 2: Value Chain Management: Functional Strategy for Competitive Advantage
Functional Strategies, the Value Chain, and Competitive Advantage
- Functional Strategies and Value-Chain Management
Improving Responsiveness to Customers
- What Do Customers Want?
- Managing the Value Chain to Increase Responsiveness to Customers
- Customers Relationship Management
Improving Quality
- Total Quality Management
Improving Efficiency
- Facilities Layout, Flexible Manufacturing, and Efficiency
- Just-in- Time Inventory and Efficiency
- Self-Managed Work Teams and Efficiency
- Process Reengineering and Efficiency
- Information Systems, the Internet, and Efficiency

Improving Innovation
- Two Kinds of Innovation Strategies to Promote Innovation and Product Development
- Product Development

Managing the Value Chain: Some Remaining Issues
- Boundary-Spanning Roles
- Value-Chain Management over Time
- Ethical Implications

Chapter3: Project Management
What is Project Management?
- Why Project Management
- Benefits of Project Management
- Skills for Managing the Project

Eight Steps to Managing Projects
- Step One- Define Project Objectives and Scope
- Step Two – Determine Project Participants and Stakeholders
- Step Three – Develop a Time Line or Work Plan
- Step Four – Establish Checkpoints and Control Mechanisms
- Step Five – Identify and Obtain Necessary Resources
- Step Six – Determine How Project Results will be Measured
- Step Seven – Set Up an Ongoing Communication System
- Step Eight – Debrief and Evaluate the Process and Results at Project End Project Management Tools

Chapter 4: Managing Organizational Structure and Culture
Designing Organizational Structure
- The Organizational Environment
- Strategy
- Technology
- Human Resources

Grouping Tasks into Jobs: Job Design
- The Job Characteristics Model

Grouping Jobs into Functions and Divisions: Designing Organizational Structure
- Functional Structure
- Divisional Structures: Product, Market, and Geographic
- Matrix and Product Team Designs
- Hybrid Structure

Coordinating Functions and Divisions
- Allocating Authority
- Integrating and Coordinating Mechanisms

Organizational Culture
- Where Does Organizational Culture Come From?
- Strong, Adaptive Cultures versus Weak, Inert Cultures

Chapter 5: Building Teams and Work Groups
What is Teamwork?
- Types of Teams
- Why Teams?
- Potential Limitations of Teams

Team Development Developmental Stages
- Stage One – Forming
- Stage Two – Storming
- Stage Three – Norming
- Stage Four – Performing
- Stage Five – Adjourning

Characteristics of High- Performance Teams
- Tips for Effective Teams
- Lessons Learned from the Trenches

Chapter 6: Human Resources Management
Strategy Human Resources Management
- Overviews of the Components of HRM

The Legal Environment of HRM
Recruitment and Selection
- Human Resources Planning
- Job Analysis
- External and Internal Recruitment
- The Selections Process

Training and Development
- Types of Training
- Types of Development
- Transfer of Training and Development

Performance Appraisal and Feedback
- Types of Performance Appraisal
- Who Appraises Performance?
- Effective Performance Feedback

Pay and Benefits
- Pay Level
- Pay Structure
- Benefits

Labor Relations
- Unions
- Collective Bargaining

Chapter7: Managing a Diverse Workforce
The Increasing Diversity of the Workforce and the Environment
- Age
- Gender
- Race and Ethnicity
- Religion
- Capabilities / Disabilities
- Socioeconomic Background
- Sexual Orientation
- Other Kinds of Diversity

Managers and the Effective Management of Diversity
- Critical Managing Roles
- The Ethical Imperative to Manage Diversity Effectively
- Effectively Managing Diversity Makes Good Business Sense

Perception
- Factors that Influence Managerial Perception
- Perception as a Determinant of Unfair Treatment
- Overt Discrimination

How to Manage Diversity Effectively
- Steps in Managing Diversity Effectively

Chapter 8: Coaching and Providing Feedback Is So Important in Organization

What is coaching?
- The Importance and Benefits of Coaching
- Skills and Characteristics of Effective Coaches
- Effective Coaching Behaviors

What is Feedback?
- Why Giving Job Feedback Is So Important in Organization
- Why Feedback is important for Individuals
- Sources of Feedback
- Characteristic of Effective Feedback
- Challenges in Providing Feedback
- Tips for Preparing and Leading a Feedback Session
- Asking for Feedback

Chapter9: Networking and Mentoring

What is networking?
- The Importance and Uses of Networking
- Developing an Appropriate Mindset for Networking
- Barriers to Networking
- Strategies for Building an Effective Network
- Networking Actions

What is Mentoring?
- The Importance of Mentoring
- Benefits of Mentoring
- Types of Mentoring
- Relations ships
- Four Stages of Mentoring Relationships
- Limitations of Mentoring

Chapter 10: Planning and Facilitating Effective Meetings

Running Effective Meetings
- The importance and Benefits of Meetings
- Problems with Meetings Strategies for Effective
- Meetings-Before the Meeting
- Strategies for Effective Meeting-During the Meeting
- Strategies for Effective Meetings-After and between Meetings

Key Facilitative Interventions
- Identifying and Dealing with "Problem People"

Chapter1: Leadership
The Nature of Leadership
- Personal Leadership Style and Managerial Tasks
- Leadership Style Across Cultures
- Power The Key to Leadership
- Empowerment: An Ingredient in Modern Management

Trait and Behavior Models of leadership
- The Trait Model
- The Behavior Model

Contingency Models of Leadership
- Fielder's Contingency Model
- House's Path-Goal Theory
- The Leader Substitutes Model
- Bringing It All Together

Transformational Leadership
- Being a Charismatic Leader
- Stimulating Subordinates Intellectually
- Engaging in Development Consideration
- Full Spectrum Leadership

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Chapter 2: Motivation
The Nature of Motivation
Expectancy Theory
- Expectancy
- Instrumentality
- Valence
- Bringing It All Together

Need Theories
- Maslow's Hierarchy of Needs
- Alderfer's ERG Theory
- Herzberg's Motivator-Hygiene Theory
- Other Needs

Equity Theory
- Equity
- Inequity
- Ways to Restore Equity

Goal-Setting Theory
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- Operant Conditioning Theory
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Pay and Motivation
- Basing Merit Pay on Individual, Group, or Organizational Performance
- Salary Increase or Bonus
- Examples of Merit Pay Plans

Chapter 3: Managing Change
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- Change as a Global Issue
- Types of Change

The Change Process
- Lewin's Three-step Model for Change
- Resistance to Change

Organizational Development
- Diagnosis
- Change Planning
- Intervention/Education
- Evaluation/ Benchmarking
- Managing Innovation
- The Leading Organization

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- Types of Conflict
- Sources of Conflict
- Conflict Management Strategy
- Negotiation
- Strategies to Encourage Integrative Bargaining

Organizational Politics
- The Importance of Organizational Politics
- Political Strategies for Gaining and Maintaining Power
- Political Strategies for Exercising Power

Chapter 5: Managing Misbehavior
The Management of Misbehavior
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- Management Interventions

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- Sexual Harassment
- Aggression and Violence
- Bullying
- Incivility
- Fraud
- Substance Abuse at Work
- Cyber slacking
- Sabotage
- Theft

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- E-Mail Privacy
- The Organizational Threshold
- Testing policy

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- Stress Management

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- Time Management Strategies
- Stress Management strategies

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- Responses to Stress
- Organizational Responses to Stress
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- The Role of Emotional Intelligence
- Emotional Intelligence and Workplace Performance

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- The Importance of Organizational Control
- Control Systems and IT
- The Control Process

Output Control
- Financial Measures of Performance
- Organizational Goals
- Operating Budgets
- Problems with Output Control

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- Direct Supervision
- Management by Objectives
- Bureaucratic Control
- Problems with Bureaucratic Control

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Chapter 8: Operations Control
Controlling Operations Costs
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- Quality Assurance
- Total Quality Management
- Other Quality Standards
- Types of Quality Control

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- Just-in-Time Inventory Control
- Independent versus Dependent Demand Items
- ABC Classification System
- Safety Stocks
- The Order Quantity
- Material Requirements Planning

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- What is accounting?

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- Managerial Accounting
- Financial Accounting
- Auditing
- Tax Accounting
- Government and Not-for-Profit Accounting

The Accounting Cycle
- Accounting Technology
Understanding Key Financial Statements
- The Balance Sheet
- Classifying Assets
- Liabilities and Owners' Equity Accounts
- The Income Statement
- Revenue
- Cost of Goods Sold
- Operating Expenses
- Net Profit or Loss
- The Statement of Cash Flows
- The Need for Cash Flow Analysis
Analyzing Financial Performance Using Ratios
- Liquidity Ratios
- Leverage (Debt)Ratios
- Profitability (performance)
- Ratios
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The Role of Finance and Financial Managers
- The Value of Understanding Finance
- What is Financial Management?
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- Forecasting Financial Needs
- Working with the Budget Process
- Establishing Financial Controls
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- Managing Day-by-Day Needs of the Business
- Controlling Credit Operations
- Acquiring Needed Inventory
- Making Capital Expenditures
- Alternative Sources of Funds
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- Trade Credit
- Commercial Banks
- Different Forms of Short-Term Loans
- Commercial Paper
- Credit Cards
Obtaining long Term Financing
- Debt Financing
- Equity Financing
- Comparing Debt and Equity Financing
- Financial Management in Trying Times